



As a seasoned business leader who is driven by an unwavering focus on operational excellence and has a reputation as an inspirational and transformational leader, I am confident that I could add significant value in the Chief Executive role. I have directly managed 15 million square feet of prime UK commercial property with a combined value of £10billion and operating P&L of £450million, supporting 2,400 national retailers and 800 million customer visits, and I am acknowledged as having laid the foundations for a major change of emphasis in the prime commercial property, retail, catering and entertainment concepts in the UK's most successful landmark commercial developments and currently stabilised the trading position and returning my company to be a commercially viable trading entity, delivering substantial incremental growth and generating six figure pre-tax profits.

### **Board Level Experience, Executive Leadership, Large Scale Projects**

- Currently, as Chief Executive and Company Secretary at the Royal Vauxhall Tavern, I have sole fiscal and corporate governance of the company. At Westfield I was a member of the UK Executive Committee reporting at Board level to the global company, Westfield Corporation. At both Westfield Corporation and The Peel Group, where I also reported at Board level, I introduced ground-breaking initiatives that set industry standards and benefited 2,400 national retailers and 800 million customers. I consistently increased property valuations, exceeded rental expectations, developed and implemented operational and commercial strategies and provided retailers with strong operational management and levels of service charge excellence.
- During my tenure with assets under management, I managed a prime commercial property, comprising 15 million square feet of lettable retail space with a combined value of £10billion and P&L of £450million. I delivered and managed multi-billion-pound large-scale retail project set ups at Westfield London, Westfield Stratford, Westfield Derby, Merryhill in Birmingham, The Trafford Centre in Manchester, Meadowhall in Sheffield and other centres being refurbished, inputting concept and design, developing retail and catering strategies, overseeing operational management effectiveness, and ensuring the delivery of robust systems policies and procedures.
- With a strong focus on business in the community, I have delivered a number of 'firsts' in the shopping centre industry, including establishing a business partnership with The Office of Fair Trading - Fair Trading Zone that incorporated 300 national retailers. Other initiatives include acclaimed Customer Service Programmes, Retail Global Economic Reporting, Retail World Study Tour, Retail Crime Partnership Programme, Service Charge Value Review, Charity Foundation Programme and School Curriculum Programmes with School and Community Integration.
- Under the Share Purchase Agreement I retained the Intellectual Property rights of Royal Vauxhall Tavern and agreed a 5-year lease to continue to trade the business with a new trading company.
- As Managing Partner at Alpine Commercial Recruitment and Management I led management and recruitment services, whilst focusing on headhunting and senior commercial property positions, to the commercial property industry across the UK, Europe and UEA.
- I was recognised by The Peel Group for doubling rental expectation at The Trafford Centre to £52million retail lettings and by Westfield and Trafford for providing operational standards of excellence, fiscal reporting and profit delivery whilst transforming the emphasis of prime commercial property, retail, food, leisure and entertainment concepts in the UK market within landmark commercial retail developments.
- I created the Trafford Centre and Meadowhall Centre brand identities with an emphasis on evolving the customer, placing stakeholder and retailer perception at the heart of decision making, ensuring brand positioning, marketing, performance and value and establishing best practice service level provisions. At Westfield this successfully adapted a global brand into the UK retail model in the shopping centre portfolio.
- As part of setting up The Trafford Centre, I delivered a number of 'firsts' in the shopping centre industry, including establishing and leveraging a business partnership that increased the business market by pioneering a fair trading zone with 300 national retailers, working closely with the Office of Fair Trading.
- I pioneered the Trafford Centre Recruitment and Training Foundation with Manchester Tec, partnering with over 200 national retailers for re-skilling 7,000 industrial sector workers to NVQ level to equip them for management positions, administration, office retail, security, catering, mechanical, electrical, building service and customer service roles within The Trafford Centre and the retail units.

### **Corporate Governance**

- When overseeing assets under management, I validated and monitored the company's corporate governance processes, conducted due diligence, and performed statutory and regulatory audits demonstrating high standards of integrity whilst reducing exposure to the business.



### **Commercial Property, Asset Management/Complex Operational Decisions**

- As Director, I managed 15 million square feet of prime UK commercial property with a combined value of £10billion and operating profit and loss of £450million. I advised and supported property owners, stakeholders and 2,400 retailers.
- At The Royal Vauxhall Tavern I accomplished the multi-million-pound sale through a Share Purchase Agreement to an international property company. RVT had experienced 4 years of consistent loss making, and I executed a turnaround strategy that made the business commercially viable with 6-figure pre-tax profits within a 3-year trading period. Profits are currently forecast to double at 2018 year end.
- I oversaw the Olympic Park Megastore and 4 additional retail units at the Olympic Park during the 2012 games, generating exceptional footfall traffic and achieving £90million retail sales across the 5 retail units.
- I revitalised the commercially-deficient York Designer Outlet with £80million retail sales by reviewing and developing strategy, securing Winter Wonderland from York City Centre for integration, and introducing a leisure destination to the retail offer.
- As Interim Managing Director with £65million P&L accountability for Warner Estates' £720million portfolio comprising 700 retailers in 9 shopping centres with 240,000 square metres of commercial retail space, I identified £800K in uncollected rent.
- Managing the Westfield UK multi-billion-pound commercial portfolio encompassing 10 shopping centres, 5 million square feet of retail space, and a £200m profit and loss account, I provided an asset management infrastructure for 900+ retailers.
- I directly managed £200m P&L, provided fiscal reporting, negotiated contracts, developed, set and implemented commercial and operating strategies and consistently increased prime commercial property values and exceeded rental expectations.
- At Westfield, my department undertook all the asset management functions including rent and service charge collection, debt management and retailer occupancy costs strategy, service charge value review and asset management group strategy. I negotiated all current service provision contracts relating to the operation of the shopping centre portfolio.
- I managed the Westfield portfolio £27m recoverable costs and £17m Capex costs for all the hard and soft service provisions, implementing operational standards of excellence, service levels and procedures manuals across the portfolio.

### **Financial Management, Forecasting and Treasury**

- I restored The Royal Vauxhall Tavern business to profitability, reversing a 4-year loss-trading position and achieving within 3 years a 44% uplift with turnover of £1.54million by year-end June, representing an annual increase of 19%.
- The commercially-viable trading entity with 6-figure pre-tax profits has current turnover of £1.7m, forecast to double in 2018.
- Exercising full P&L accountability for the £2billion Westfield commercial property portfolio of 10 shopping centres, I grew retail sales across the portfolio from £760million to £1.4billion, increased non-rental sales income from £1.8million to £7.6million, and boosted asset value from £677million to £2.1billion in 4 year period.
- I managed Westfield £200m profit and loss account, £27m recoverable costs, £8m non-recoverable costs, £12m owners' costs, £17m Capex costs, and achieved Profit and Loss growth of +38% during my tenure.
- Maximised rental income to £135m (+74%), managed debt and reduced costs.
- Increased non-rental income (commercialisation) from a nil base to £4.6m (+ 84%).
- Boosted car park revenue from £2.9m to £6.25m (+61%).

### **Stakeholder Management**

- In my current role I lead all stakeholder engagement and communication, report on company trading position and return on investments, and address annual shareholder meetings.
- I have managed senior retailer relationships and developed one-on-one contact with the top 20% of 2,400 UK retailers.
- Determined overall company marketing strategy, measured and reported on marketing effectiveness, and championed high operational standards and customer service programmes of excellence and presented to stakeholders.
- Instigated, managed and developed relationships with new and existing stakeholders, development owners and retailers.
- Utilised communication skills and cultural awareness to create a strong team ethic.
- Chaired bi-monthly global market review meetings with international peers, sharing local market knowledge and directly influencing and ensuring brand and management continuity worldwide.
- Managed Westfield's annual retail study tour introducing international and UK retailers to share market practice across the 4 operating countries (Australia, USA, New Zealand & UK).
- Stakeholder/JV partner communication demonstrates my key strengths in people development and people management.

### **Strategic Planning/Complex Decision Making**

- I formulated, developed and executed retail, operational and brand identity strategies to facilitate growth and stability, increasing Westfield customer visits to 124 million (+46%), The Trafford Centre to 32 million and Meadowhall to 28 million.
- Established benchmarks and standards in order to measure effectiveness and manage all aspects of commercial, general and operational strategic management policy.
- Prepared business cases, tender documentation and managed negotiation processes.
- Evaluated programme risk assessments and provided delivery-risk mitigation.
- Supported centres in development, under construction and during refurbishment.
- My direct exposure on TV and other media as company spokesperson covers 20+ years.
- I recruited management teams for assets under management, and led, motivated and managed 14 managers and 300 directly-employed staff with additional responsibility for the safety of 7,000 employees across the portfolio.